

Attachment I

West Virginia Child and Family Services Review Round 3 Program Improvement Plan—Progress Report

This document provides a template states may use to submit their Program Improvement Plan Progress Reports to the Children's Bureau.

The state should provide the name of the state/territory below and, in the "Reporting Period Date or Range" field, record the date or date range that the Program Improvement Plan (PIP) progress report is submitted to the Children's Bureau. Copy the PIP effective date, end of PIP implementation period, and end of non-overlapping year from the approved PIP, and enter these dates in the respective fields below.

State/Territory: West Virginia

Reporting Period Date or Range: December 2019-May 2020

PIP Effective Date: December 1, 2019

End of PIP Implementation Period: November 30, 2021

End of Non-Overlapping Year: March 31, 2023

Part One: Strategies/Interventions and Key Activities Report

Key Activities

Instructions: Complete the following table. Insert as many tables as required to address all the key activities for each strategy/intervention in the approved PIP. For each reporting period, add the most recent state progress in completing the key activities. If key activities are not completed in accordance with the schedule, or if sufficient progress is not being made, explain the steps the state is taking to address the concerns and ensure improvement is made within the required time frames. In the first column, insert the name of each key activity. In the second column, insert the target completion date. In the third column, select the status from the options provided. If the status is "Completed," enter the date the activity was completed in the MM/YYYY format. If the status is on or ahead of schedule, select "On/ahead of schedule." If the activity is delayed or behind schedule, select "Behind schedule." A key activity that the state has completed or renegotiated in a prior reporting period is no longer applicable for the most recent progress period. If the activity is no longer applicable, select "No longer applicable." No additional progress notes are needed

for activities after they are determined not applicable. In the fourth row of the table, provide a description of the successes, challenges, and next steps. If sufficient progress is not being made, provide an explanation of the steps the state is taking to address the concerns and ensure improvement is made within the required time frames. Include sufficient information to explain the status of each key activity and, as applicable, refer to the relevant section in the Child and Family Services Plan or Annual Progress and Services Report. In the remaining columns, indicate key activities that the state has completed or renegotiated in a prior reporting period as no longer applicable for the most recent progress period. No additional progress notes are needed for such activities once they are determined to be not applicable.

On December 10, 2017, the Children's Bureau released the WV Child and Family Services Review (CFSR) Final Report and the CFSR financial penalty estimates. On December 21, 2017, the Children's Bureau conducted an exit conference during which the results of the CFSR case reviews and the Statewide Assessment and interviews with stakeholders conducted by Children's Bureau staff to determine conformity on the seven systemic factors was discussed. WV did not meet substantial conformity on the seven CFSR Outcomes and four of the seven CFSR Systemic Factors.

The major factors impacting practice in West Virginia were identified through the review of the CFSR Final Report, through WV's CFSR style social service review data, data from the State's Statewide Automated Child Welfare Information System (SACWIS), the Supreme Court of Appeals of West Virginia Child Abuse and Neglect (CAN) database, and consultation with external stakeholders. The cross-cutting barriers to higher outcome achievement identified include the inability to attract and retain qualified staff, failure to establish foster care resource homes at a rate sufficient to the rate of foster care entry, a lack of engagement with families to ensure child safety, identification of service needs, ensuring appropriate service provision, and the lack of services sufficient to address identified customer needs.

The Bureau for Children and Families used existing and newly formed workgroups to develop strategies to address these fundamental areas of practice believed to contribute to the CFSR findings. The West Virginia CFSR Program Improvement Plan (PIP) was effective December 1, 2019. The end of the PIP implementation period is November 30, 2021. The PIP contains four overall goals and fifteen strategies. Key activities are tied to each strategy. Outcome measures used to evaluate casework practice will be determined by DPQI social services case review findings on the ten applicable Child and Family Services Review (CFSR) items. The Measurement and Sampling Committee (MASC) unit of the Children's Bureau used the case review results from the baseline, December 1, 2017-November 30, 2018, to determine what level of improvement is needed.

Goal 1: Creating and supporting a Healthy Workforce.

Strategy/Intervention 1: Build and reinforce mentoring, peer support, and job supports for child welfare workers through regional and statewide meetings and building the capacity of new positions in the CPS career ladder.

Progress:

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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.1 Implement regional and statewide meetings for child welfare workers, supervisors, and managers for professional development and peer support, two times per year. The regional and statewide meetings will contain activities such as morale boosters, small group discussions on self-care and dealing with trauma, how peers can	May 31, 2020 Recruitment and Retention Committee Director of Training	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>This activity was delayed due to the COVID-19 outbreak. It was in the process of implementation in March 2020 but plans were put on hold when staff were sent home to work to help contain the spread of the virus. A statewide meeting for managers was scheduled on 3/25/2020 that was subsequently postponed due to the issuance of a stay-at-home order by the Governor. North and south meetings were scheduled for supervisors in April 2020, and scheduling had begun for worker-level regional meetings in May 2020. Those meetings also had to be postponed and have not been rescheduled because BCF is still working under a stay-at-home order.</p> <p>This task would have been completed on schedule without the COVID-19 crisis. Because of the COVID-19 crisis the Recruitment/Retention Committee is looking at options for how this task can be completed virtually to avoid unnecessary exposure risk and travel. The revised plan will be implemented in the next quarter and should be completed by the end of Q3.</p>

support new staff, positive reinforcement for improvements in outcomes, district to district structured interactions and networking, and discussions on why they do the work they do in addition to professional development activities.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2 Implement a formal mentoring program for new child CPS staff using the	May 31, 2020 Recruitment and Retention Committee	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Partially Completed but Behind Schedule. In the 2020 West Virginia Legislative session additional positions were appropriated to be used to provide additional CPS Seniors in the field.</p> <p>Tasks under this activity were on target for completion by the end of Q2 but some tasks have been delayed due to the COVID-19 outbreak. A report on each activity under this task follows.</p>

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new CPS Senior positions as mentors.			See Appendix A-B for CPS Senior Position Description and Duties
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2a. Establish mentoring guidelines for CPS seniors to use when acting as mentors including a manual outlining the purpose, expectations, and goals for mentoring.	May 31, 2020 Recruitment and Retention Committee	<input type="checkbox"/> Completed <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Tasks were partially accomplished February 2020. BCF had scheduled a March 24, 2020 Kick-Off Event that had to be canceled due to COVID-19. The Event has not yet been rescheduled, it is anticipated for July 2020. It will serve as a method to evaluate needed revisions to the Coaching & Mentoring Working Materials that are in use but are considered draft. This will move these action step completions into Q3 to achieve, but do not impact other items in this goal.</p> <p>See Appendix C for CPS Senior Mentoring Guide</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2b. Create tools for CPS seniors to use	May 31, 2020 Recruitment	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of	Tasks were partially accomplished February 2020. BCF had scheduled a March 24, 2020 Kick-Off Event that had to be canceled due to COVID-19. The Event has not yet been rescheduled, it is anticipated for July 2020. It will serve as a method to

when acting as mentors including a mentorship partner agreement, goal-setting templates, conversation starters, sample meeting agendas, progress check-in templates, and a relationship closure plan.	and Retention Committee	schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	evaluate needed revisions to the Coaching & Mentoring Working Materials that are in use but are considered draft. This will move these action step completions into Q3 to achieve, but do not impact other items in this goal. See Appendix D-G for mentoring tools
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2c. Create and implement a training plan for new CPS seniors that includes training on their mentoring role including completing an initial online	May 31, 2020 Recruitment and Retention Committee Training Director	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The new CPS senior training plan was developed in February 2020 and the first training was to be implemented in March 2020 with a statewide meeting that was scheduled for 3/24/2020, which was to include training on facilitation and team-building. The meeting was postponed due to the COVID-19 stay-at-home order issued by the Governor. New CPS Seniors were to attend child welfare supervisor training scheduled in April 2020 but the training was postponed due to the COVID-19 stay-at-home order. The Division of Training is in the process of converting the new supervisor training to a virtual platform and will be rescheduling the training that was postponed in April for July 2020.

orientation and introduction to mentoring, attending new supervisor training on educational and supportive supervision, and completing additional training on facilitation, communication, and teambuilding.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2d. Create and implement a professional development plan for CPS seniors that includes necessary skills to propel mentoring forward and includes a yearly meeting	May 31, 2020 Recruitment and Retention Committee Training Director	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The professional development plan for CPS Seniors was developed in February 2020 and the first statewide meeting was scheduled for 3/24/2020. The meeting was postponed due to the COVID-19 stay-at-home order and is anticipated to be rescheduled in July 2020.

for mentors to build relationships and reinforce and build mentoring skills.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.2e. Provide a library of readily available content for CPS seniors to use that explains and demonstrates mentoring skills and concepts and can be accessed whenever a mentor is challenged in his or her mentoring relationship or as a means of preparing for	May 31, 2020 Recruitment and Retention Committee Training Director	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Division of Training had begun collecting online resources to establish an intranet website with resources and links in February 2020 but the project had to be put on hold in order to transfer all new worker pre-service training to a virtual format due to the COVID-19 crisis. This task will be completed by the end of Q3.

mentoring conversations.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.3 Develop the capacity of and utilize the new CPS Case Coordinator positions to support CPS workers and facilitate the casework process.	May 31, 2020 Recruitment and Retention Committee Deputy Commissioners	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Partially Completed but Behind Schedule. A description of each activity under this task follows.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.3a. Develop, approve, and distribute a list of specific tasks that CPS Case Coordinators can perform to support CPS case workers	May 31, 2020 Recruitment and Retention Committee Deputy Commissioners	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Partially achieved. Position Descriptions for CPS Case Coordinators were developed and approved by Dept of Personnel and distributed for hiring purposes. BCF developed Standards and Expectations, which will be distributed in June 2020 along with specific tasks list for CPS CC's. This item was delayed due to other matters taking priority due to COVID. This will delay this task into Q3, but should not impact other action steps in this goal.

and facilitate the casework process.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.3b. Create and implement a training plan for new CPS Case Coordinators that focuses on knowledge and skills required for their role of supporting CPS caseworkers.	May 31, 2020 Recruitment and Retention Committee Training Director	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Division of Training developed a training plan in February 2020 and identified parts of CPS caseworker training that CPS Coordinators must attend based on their job duties as well as additional training. New Coordinators will attend identified training in new CPS worker training rounds.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.3c. Create and implement a professional development plan for CPS case coordinators that builds their	May 31, 2020 Recruitment and Retention Committee Training Director	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The professional development plan was developed in February 2020 and will be implemented as CPS Coordinators gain tenure over the next year.

knowledge, skills, and abilities around the casework process and their role of supporting CPS caseworkers.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.1.3d. Review and update the list of approved tasks yearly and when new policies or programs are implemented to keep the document current.	Ongoing Deputy Commissioners	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy/Intervention 2: Strengthen Judicial rapport through collaborative processes and improve preparation of Bureau for Children and Families staff for court.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress

<p>1.2.1 Build and expand upon circuit level stakeholder meetings that include stakeholders involved in child welfare cases. This may include multi-disciplinary team members such as case workers, supervisors, regional attorneys, other Bureau for Children and Families staff and the judicial system including judges and prosecutors, service providers, education providers, probation officers, attorneys for</p>	<p>February 28, 2020- Ongoing CIP Division of Children and Juvenile Services</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>Held in four circuits during the fall of 2019 with 249 attendees. Stakeholder meetings are scheduled in for two additional circuits in early 2020 and communicating with other judicial circuits for mid-2020.</p> <p>June 2020 update- Unfortunately, due to the COVID 19 pandemic congregate activities were cancelled by Gov. Justice and Chief Justice Armstead. Therefore, no stakeholder meetings have been conducted in this quarter</p>
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parents and children, parents, youth, foster parents, and behavioral health providers.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.1a. Expansion of the above indicated meetings will reach 50% of the 31 circuit court judicial circuits	Nov. 30, 2021 CIP Division of Children and Juvenile Services	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	June 2020 update (although not due at this time)- Due to the COVID 19 pandemic, no congregate meetings have been held. We will need to keep watch on this activity to determine if/how it can be accomplished once protocols are relaxed allowing for large group meetings.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.1b. Circuit court judicial circuits who had an initial stakeholders meeting will be encouraged to have at least	Nov. 30, 2021 CIP Division of Children and Juvenile Services	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	June update-(although not due at this time) Due to COVID 19 this topic has not been addressed.

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annual meetings following the initial meeting			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.2 The Community Services Managers have been directed by agency leadership to request quarterly meetings with the circuit court judges who hear juvenile cases to discuss areas of mutual interest and concern.	February 28, 2020- Ongoing CSMs Judges Regional Directors	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Follow-up memo (original 2017) sent 2/25/20 instructing Community Services Managers to meet quarterly with the Circuit Court Judges in the district, provide monthly reports about them to the RDs, and monitor court hearing attendance and staff preparedness.</p> <p>See Appendix H-Judicial Rapport and Collaboration Memo</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.2a.	February	<input checked="" type="checkbox"/> Completed	Upon receipt of Commissioner Watts memo, on March 9, 2020, an email was sent

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Division of Children and Juvenile Services will reach out to the circuit court judges who hear juvenile court cases to encourage participation in requested meetings.	28, 2020- Division of Children and Juvenile Services	03/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	to all circuit court judges and the director of probation services encouraging participation.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.2b. Develop a reporting mechanism for 1.2.2 that includes the areas of mutual interest and concern.	February 28, 2020 Regional Directors	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Follow-up memo (original 2017) sent 2/25/20 instructing Community Services Managers to meet quarterly with the Circuit Court Judges in the district, provide monthly reports about them to the RDs, and monitor court hearing attendance and staff preparedness. Feeds up to CWO. See Appendix H-Judicial Rapport and Collaboration Memo

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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1.2.2 c. Regional Directors will oversee 1.2.2 and provide feedback to Child Welfare Oversight Meeting which includes membership from the Division of Children and Juvenile Services.	February 28, 2020- Ongoing Regional Directors	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Follow-up memo (original 2017) sent 2/25/20 instructing Community Services Managers to meet quarterly with the Circuit Court Judges in the district, provide monthly reports about them to the RDs, and monitor court hearing attendance and staff preparedness. Feeds up to CWO.</p> <p>See Appendix H-Judicial Rapport and Collaboration Memo</p>
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.2d. Child Welfare Oversight will develop a plan to address issues identified in meetings with Community Services	February 28, 2020- Ongoing CWO	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A process was developed to put this item on the quarterly CWO meeting agenda for each region to report out information addressed and any issues that need to be addressed on a higher level. The CWO will address the issues and develop a plan of action depending on the issue.-attached is the CWO standing agenda.

Managers and judges (in 1.2.2)			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.3 Update the Bureau for Children and Families Standard Operating Procedures for court proceedings to include the CPS Court check list and a process for the supervisor, coordinator or designee to prepare staff prior to court hearings. The revised Standard Operating Procedures will include a process to elevate	February 28, 2020- Ongoing General Counsel Regional Attorney Regional Directors	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Cammie sent revised SOP to the Commissioner and Deputy Commissioners for distribution 3/2/20. The SOP and Checklist were sent out to the field 6/3/2020.</p> <p>See Appendix I-J for revised SOP and CPS Court Checklist</p>

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specific case concerns to the regional attorney. This may include concerns related to worker skill and knowledge.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.3a. The revised Standard Operating Procedures and the CPS Court checklist will be distributed via email and placed on the intranet and discussed at a quarterly Regional Social Services Supervisor	May 31, 2020 Deputy Commissioners Regional Program Managers	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This item was delayed due to other matters taking priority due to COVID - the Revised SOP and CPS Court Checklist was released to staff 6/3/2020 and will be discussed at Regional Supervisor's Meetings in Q 3. Supporting materials attached. This should not impact other action items under this goal.

Meetings.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.3b Monitoring of 1.2.3 will be through surveys of prosecuting attorneys and judges and case experiences of workers. (pre and post)	February 28, 2020 (pre) August 31, 2021 (Post) CIP DPQI	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The survey was provided to Cammie Chapman on 3/3/20.</p> <p>See Appendix K-Judicial Survey 2018</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.2.4 Develop and implement an ongoing process between General Counsel and Regional Attorneys to discuss areas of mutual	February 28, 2020- Ongoing BCF General Counsel Regional Attorneys	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>General Counsel for BCF met with Regional Attorneys on March 10, 2020, and developed a process to discuss areas of mutual interest and concern. A form to track cases for discussion is being developed. Additional meeting dates scheduled:</p> <p>June 16 September 15 December 1</p>

interest and concern and use the CQI process for unresolved issues through the Child Welfare Oversight meetings			
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Strategy/Intervention 3: Conduct exit interviews and retention surveys with staff to inform and develop strategies to reduce turnover and retain staff.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.3.1 Develop and implement exit interview Standard Operating Procedures and form to use with child welfare staff who are leaving the agency so that information	May 31, 2020- Ongoing Worker Recruitment and Retention Workgroup/committee	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Completed. The Standard Operating Procedure and new exit interview form were distributed with a memorandum from the Commissioner to managers and supervisors on 2/25/2020.</p> <p>See Appendix L-M-Exit interview SOP and Memo</p>

can be used in retention strategies.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.3.2 Conduct staff satisfaction surveys with new hires at the end of new worker training, nine months, and 18 months to identify retention issues with new workers and use information to inform retention strategies.	May 31, 2020- Ongoing Worker Recruitment and Retention Workgroup	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A staff satisfaction survey was adapted from a survey developed by Casey Family Programs but the implementation was delayed due to the COVID-19 crisis. It will be implemented by the end of Q3.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.3.3 Conduct localized	August 31, 2020-	<input type="checkbox"/> Completed MM/YYYY	

surveys with all child welfare staff to identify why they stay and build on their strengths to identify targeted ways to improve retention locally, and feed back to the Recruitment and Retention Committee to analyze the results and address identified issues.	Ongoing Worker Recruitment and Retention Committee	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.3.4 The results will be analyzed, and action plans developed to address identified issues at a	Nov. 30, 2020- Ongoing Recruitment and Retention Committee	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

subsequent meeting of the Worker Recruitment and Retention Workgroup.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
1.3.5 Develop a system to track a cohort of staff to see if strategies are working to retain staff	Nov. 30, 2020- Ongoing Assistant Commissioner of Planning Resource Development Director of training	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

GOAL 2: Increase Family Support Services and Family Resource Homes to meet the needs of children and Families Community Support and Family Resources

Strategy 1: Examine previous foster care providers and relative foster care providers for possible reopening of closed resource homes and expansion of relative foster homes.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress

<p>2.1.1 Each kinship/relative care provider will be directed to Mission WV to receive further information regarding the private agencies in their county or region that they deem would be the best fit for them.</p>	<p>February 28, 2020- Ongoing Homefinding Supervisors</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>For calendar year 2019, 83 kinship/relative families contacted Mission WV. 25 contacted a child placing agency, 12 completed training with an agency, 4 became certified, 3 did not qualify, 10 closed due to loss of contact, 10 closed due to no interest in pursuing further, 9 closed for other reasons, 47 still considering or in the process of certification. Mission WV continues to follow these families through the process and tracks their progress.</p> <p>Update June 2020- Of the 47 still considering or in the process of certification reported for 2019:</p> <ul style="list-style-type: none"> 10 closed due to lack of contact after three or more attempts 3 are working with an agency 27 are still considering 7 have decided not to pursue <p>Reasons for kinship/relative not pursuing certification include:</p> <ul style="list-style-type: none"> Existing kinship/relative placement not yet reunified Identified problems with agencies not getting back with families (Mission is working to resolve these issues) Personal circumstances that prevented the provider from qualifying or not being able to pursue <p>2020 data as of May 31, 2020 there have been 23 inquiries from kinship/relative providers</p> <ul style="list-style-type: none"> 1 closed not pursuing 1 did not qualify 13 still considering 5 working with an agency 2 in training with an agency 1 pursuing traditional but children reentered care and returned to their home <p>With the distribution of the transition to traditional foster care letter to kinship/relative families at the six months post-certification juncture, and the region IV initiative, the transitioning kinship/relatives to traditional providers should steadily increase. The letter is awaiting the approval from the BCF commissioner for distribution to the field.</p>
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.1.2 Bureau for Children and Families Homefinding Specialists will discuss with appropriate kinship/relative care providers six months post-certification, to determine their interest in becoming traditional foster care providers and provide informational packets to those who are interested.	May 31, 2020- Ongoing Program Manager over Licensing BCF Executive Team Homefindin g Supervisors	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>This is occurring in each region as the transition to traditional foster care letters are being given to kinship/relative providers at their six-month juncture. They are being directed to contact Mission West Virginia for more information and referrals to the appropriate agencies in their region and county.</p> <p>See Appendix N-HF Kinship/Relative Letter</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.1.3	May 31,	<input type="checkbox"/> Completed	Provider information packets regarding child placing agencies and the process of

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<p>Transition appropriate and willing certified kinship/relative care providers to traditional foster care providers.</p> <p>•Provider information packets regarding child placing agencies and the process of transitions to kinship/relative providers who have expressed interest in becoming traditional resource homes</p> <p>•Replicate initiative from Region IV to build rapport and relationships with child</p>	<p>2020- Ongoing Homefindin g Supervisors and Specialists</p>	<p>MM/YYYY</p> <p><input checked="" type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>transitions to kinship/relative providers who have expressed interest in becoming traditional resource homes</p> <ul style="list-style-type: none"> This is beginning to occur in each region as the transition to traditional foster care letter are being given to kinship/relative providers at their six-month juncture. Regions II and III had none to report yet. Region I sent out 85 letters, while region IV sent out 31. <p>Replicate initiative from Region IV to build rapport and relationships with child placing agencies to ensure successful transition from kinship/relative to traditional resource homes</p> <ul style="list-style-type: none"> This initiative has not occurred yet. We were set to have this in April but with the restrictions of COVID we were unable to. As soon as we are able, we will reschedule this event. In the meantime, we are continuing to send out letter to kinship/relatives regarding becoming traditional foster parents. This cannot be replicated into the other three regions until it has occurred in region IV and is proven successful. <p>Bureau for Children and Families Homefinding Specialists to follow-up monthly with kinship/relative providers to provide support during the transition process until it is completed.</p> <ul style="list-style-type: none"> This has not yet begun as letter have only just went to prospective kinship/relative providers. There will likely be an update for the next quarter.
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placing agencies to ensure successful transition from kinship/relative to traditional resource homes •Bureau for Children and Families Homefinding Specialists to follow-up monthly with kinship/relative providers to provide support during the transition process until it is completed.			

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.1.4 Replicate initiative in region IV to ensure the transition from	February 28, 2020- Ongoing Homefinding	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule	The Region IV initiative has been in the planning phase, and approval was recently given to move forward. A meeting was held on March 4, 2020 that included the BCF region IV program manager, Mission WV, and child placing agency staff, to finalize the pilot. A date for an open house has been established and providers, kinship/relatives, and the BCF homefinding staff will be invited to attend the open

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kinship/relative to traditional foster care providers is a smooth and successful transition.	Supervisors BCF Executive Team	<input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>house. The open house has been scheduled for April 30th. Barriers that have been identified include participation from kinship/relative families.</p> <p>June 2020 Update-This initiative has not occurred yet. We were set to have this in April but with the restrictions of COVID we were unable to. As soon as we are able, we will reschedule this event. In the meantime, we are continuing to send out letter to kinship/relatives regarding becoming traditional foster parents. This cannot be replicated into the other three regions until it has occurred in region IV and is proven successful.</p>
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.1.5 Bureau for Children and Families will provide to the WV legislature a study of kinship/relative foster care homes as required by WV House Bill 2010. The study will include: A review of best practices in other states; Proposal for an alternative	February 28, 2020 Commissioner Policy Specialist	<input checked="" type="checkbox"/> Completed 10/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The report has been completed in collaboration with A Second Chance Inc. and was distributed to the West Virginia legislators in October 2019. The BCF is currently working with A Second Chance Inc., to develop strategies for implementation of the recommendations. Over the course of calendar year 2020, with the assistance of A Second Chance Inc., the BCF plans to redesign the Homefinding unit, conduct a work and time study to determine caseload and practice standards, develop a Gold Standard Process for best practice with kinship/relative families, and explore and review kinship/relative specific training models for the eventual development and/or adoption of the identified model.</p> <p>A Second Chance Inc. is a non-profit organization that provides kinship care programs in Pittsburgh and Philadelphia. They model is nationally recognized for its success in kinship practice. They provide technical assistance to other states regarding their kinship practice and model. Through Casey Family Programs, a grant was provided to A Second Chance Inc. to work with WV on assessing BCF kinship practice to develop recommendations and implementation to improve kinship practice. Barriers may include identifying timeframes for implementation of the recommendations.</p> <p>June 2020 Update-This work is continuing with the next steps for implementation of the recommendations. Covid-19 has slowed the progress of this work due to the</p>

system of regulation for kinship/relative foster care that included the same reimbursement as other foster care families as well as a reasonable time period for obtaining certification; and, An evaluation of what training and supports are needed to ensure that kinship care homes are successful			inability to have in-person workgroups with the homefinding units and homefinding leadership. Work plans have been established to implement recommendations and weekly or bi-weekly meeting are occurring to finalize draft forms, safety standards, and practice processes.
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Strategy 2: WV will develop standards and implement performance-based contracting to include the standards in order to improve the outcomes for foster care children.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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<p>2.2.1 Bureau for Children and Families will enter data reporting performance-based contracts with agencies no later than December 2020 required by WV House Bill 2010. The performance-based contracts will require the following: safety outcomes; permanency outcomes; well-being outcomes; incentives earned; recruitment and retention of foster parents</p>	<p>May 31, 2021- Ongoing Specialized Agencies Program Managers for Licensing Licensing Specialists Policy Deputy Commissioners over Field Operations</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
<p>2.2.2 Meet bi-monthly with child placing agencies to have targeted conversations around available homes and children's need and supports.</p> <ul style="list-style-type: none"> •Child placing agencies will provide up-to-date lists of available homes •Bureau for Children and Families staff will provide lists of children requiring current placement •Child placing agencies and Bureau for Children and Families staff 	<p>August 31, 2020- Ongoing Child Placing Agencies Licensing Program Manager Regional Social Services Program Managers Policy Program Manager Policy Specialists</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	

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will work collaboratively to ensure placement for waiting and difficult to place children and youth			
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Strategy 3: Increase foster parent notice of permanency hearings and engagement in the case work process.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.1 Select pilot counties for implementation of notice of hearings utilizing the percentage of notification of hearings being generated from FACTS. (Two low and two high generation	February 28, 2020 Deputy Commissioners	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The first Action Step is selection of counties for the pilot – the selection was dependent upon a FACTS report giving information about which counties had the highest incidents or % of printing out the hearing notifications. The request was made to FACTS & the response is as follows as of 2-5-2020: FACTS created in the acceptance environment in FACTS a set of test cases where the notifications had been sent. The technical staff is working to determine that they can cleanly (without duplication) pull those notices into a spreadsheet. However, because of the table layout, this is proving difficult. FACTS continues to work on this.</p> <p>Movement of this Action Step to a later date will impact the other Action Steps for this Goal. If FACTS cannot produce this sort of report at all – we will have to implement another plan to select the pilot counties. This item remains pending receipt of a FACTS report. The item and also items 2.3.3, 2.3.4, 2.3.5, 6, 7, & 8 are all now delayed two quarters relative to each ones original Quarter due.</p>

rates)		FACTS has been asked to meet a deadline of 6/30/20 on this request.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.2 Review current policies and desk guides concerning notifications of hearings and modify as needed to meet expectations.	February 20, 2020 Policy Unit	<input checked="" type="checkbox"/> Completed 2/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Foster Care policy has been reviewed. Foster care Policy Section 4.3.5: Right to be Heard, has specific and appropriate language that covers hearing notification to foster parents. However, additional language was added to further emphasis this and was in the foster care policy released June 5, 2020.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.3 Meet with pilot counties to review policy, FACTS desk guides, the value of foster parents' engagement, and set expectations. Revise guides and policies if	May 31, 2020 Deputy Commissioners Regional Program Managers	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See 2.3.1

needed based upon practice and observations from the pilot counties.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.4 Conduct random sample of foster parents in pilot counties to determine if notification occurred.	August 31, 2020 through Nov. 30, 2020 DPQI	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See 2.3.1

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.5 Convene meetings with pilot counties to discuss quantitative data and qualitative impressions.	Nov. 30, 2020 Deputy Commissioners Regional Program Managers	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See 2.3.1

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.6 Analyze and summarize data collected for discussion at Child Welfare Oversight and develop a plan to expand the project statewide, including training or policy or procedure revisions.	February 28, 2021 Office of Planning Research and Eval. Commissioner	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See 2.3.1

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.7 Implement the notification process statewide.	Nov. 30, 2021 Commissioner	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See 2.3.1

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.8 Implement training for child welfare staff surrounding the importance, as well as the steps in building supportive relationships with foster parents by emphasizing the need to improve foster parent involvement and improving meaningful communication. Trainings will be provided in each county or district, by the specialized/private agency	February 28, 2020 through August 31, 2020 RDs CSMs Specialized Foster Care Agencies	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Training was been completed with workers in several county/districts in the Summer of 2019. For those not yet completed, scheduling is underway to ensure the remaining counties/districts receive the training by no later than August 31, 2020. The following counties/districts received the training between March and May 2019: Lewis/Upshur/Braxton, Cabell/Wayne, Kanawha, Mingo, Fayette, Raleigh, Hampshire/Mineral, Putnam/Mason, Mercer, Ohio, Wood.</p> <p>The remaining counties/districts who have not been trained, have been scheduled or are in the process of being scheduled.</p> <p>Additionally, this training information is being provided to new child welfare workers during each round of new worker training provided by the BCF and in collaboration with the child placing agencies</p> <p>June 2020 Update-A few counties were trained before Covid-19 restrictions were put into place. All remaining trainings have been put on hold until restrictions are lifted.</p>

trainers. (The private foster care agencies have developed a training curriculum for child welfare staff based on the barriers as they have been identified by foster parents. This curriculum has been approved by Bureau for Children and Families and is waiting implementation in the field by the private agencies. The agencies will report to Bureau for Children and Families when all counties/districts have received the foster parent			
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<p>training. (Training began in each county/district in April 2019) Community service managers/regional directors are responsible for scheduling their counties/districts with the agencies for implementation.</p> <p>Private/specialized child placing agencies are responsible for monitoring the training and reporting to Bureau for Children and Families the counties/districts which have received the foster parent training as</p>			
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training is completed.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.3.9 Bureau for Children and Families training division has been given the training curriculum and will implement this training in new child welfare worker training for newly hired staff to ensure that all workers understand how to build supportive relationships with foster parents and understand how to effectively	February 2020- Ongoing Director of Training	<input checked="" type="checkbox"/> Completed 04/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The foster care retention training in pre-service started in April 2019 with training round CW1904N on April 10, 2019. It has continued with each subsequent new worker round since that time. When rosters for each pre-service training round are finalized, DOT program manager emails Amy Rickman, NECCO WV Executive State Director, who is the point person for this project and lets her know a new round or rounds are scheduled. The Division of Training provides the number of workers, location based on the schedules, and who the trainer(s) will be. The lists are updated every two weeks based on the rosters because of new rounds every two weeks. If the numbers change in that time period DOT sends an updated email to Amy Rickman. She reaches out to the provider agencies and coordinates coverage for the pre-service trainings.</p>

communicate and incorporate foster parents in the process as well.			
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Strategy 4: Identify needs and collaborate with agency partners, and courts, in the development of service availability and substance abuse services to improve outcomes for children and families.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.1 Partner with the Capacity Building Center to develop a Service Array map of available substance abuse services throughout the state (utilizing work of the DHHR, Bureau for Behavioral Health)	February 28, 2020 Service Array Workgroup Community Partnership Program Manager	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting was held with the Children's Bureau Capacity Building Center, the Community Partnership Program Managers, Division of Planning and Quality Improvement, Child Welfare Oversight Team members, Bureau for Children and Families Policy Unit members and the Commissioner of Bureau for Children and Families on 10/15/19. At that time the Program Improvement Plan was not approved by the Administration for Children and Families, Children's Bureau. The group determined that the next steps would involve reaching out to other Bureaus within the Department of Health and Human Resources and request information on current service maps that might already exist. The Community Partnership Program Manager has initiated the gathering of information pertaining to service array maps from other Bureaus.</p> <p>The Capacity Building Center developed a work plan on 12/27/19. The plan is to assist the state with data gathering, research, facilitating team meetings, and data analysis. The theory of change stated in the work plan is to explore what substance abuse services are needed so that Bureau for Children and Families can create a substance abuse service map. Once the map is developed, it will be easy to identify the gaps in services that already exist and where the need is greater.</p>

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<p>(ranking)), and what barriers exist. Map development completed and will include:</p> <ul style="list-style-type: none"> •Identify type of services needed •Barriers for substance abuse services are identified 			<p>June 2020 Update-The Service Array Workgroup, in partnership with the Capacity Building Center, has continued to work on the development of the Service Array Map. The first meeting with the Capacity Building Center and the Service Array Workgroup was held on 4/2/2020 and has continued bi-weekly. Through workgroup meetings, it was pointed out that similar maps exist. The WV Office of Drug Control Policy (ODCP) is currently working on a substance use disorder services map for adults that is expected to be released by the end of June 2020. The U.S. Department of Health and Human Services, Substance Abuse and Mental Health Administration (SAMHSA) also has a treatment locator map. The workgroup has agreed that we would link these maps with the Service Array map and continue to work with ODCP in this partnership. In discussions with the WV ODCP and after reviewing the SAMHSA map, the workgroup felt like youth substance use disorder services were not well developed on either map. The workgroup is pulling together to develop a list of already established youth substance use disorder services in West Virginia.</p> <p>In addition to the gathering of resources, the workgroup has started the process of identifying substance use disorder services that are needed, any gaps and barriers. There is an understanding that to know what services are needed, we would have to identify numerical and anecdotal data on how we are currently serving the population with substance use disorders. The anecdotal data was found through past case reviews. There have been several different avenues to collecting numerical data. The workgroup reached out to several different bureaus and community partners to capture this data. An internal review of our current SACWS showed that the data we needed is not captured. As a result of the lack in needed numerical data, the workgroup concluded that a survey to caseworkers and supervisors statewide would be the way to get the data so we can move forward. The survey is being developed and drafted for approval by BCF leadership prior to being sent to the field staff. The targeted completion of the survey and compiling a report on service needs, gaps and barriers is August 2020.</p>
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.2 Service Array Workgroup will meet at least monthly to collect information to develop map of service availability.	February 28, 2020- Ongoing Community Partnership Program Manager	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Service Array Workgroup was developed to help identify service needs throughout the state and barriers or gaps in services that might exist. The workgroup consists of members from Bureau of Children and Families, Bureau of Behavioral Health, Bureau for Public Health, community partners, WV Court, and stakeholders. The last meeting was held on 2/14/20. During this meeting, it was identified that members from other agencies were needed to provide input and resources to this workgroup. The Community Partnership Program Manager has extended the invitation of joining the workgroup to the following programs: Family Drug Treatment Court, Wraparound Services, Foster Care Policy, and the Office of Drug Control Policy.</p> <p>The information that is gathered in this workgroup is vital to developing the Service Array map with the Capacity Building Center, which will help the Bureau for Children and Families fulfil the requirements of the Program Improvement Plan.</p> <p>June 2020Update-The current goals and objectives of the Service Array workgroup have not changed and are outlined in the June Update for Action Item 2.4.1. The workgroup did not meet in March 2020. Due to COVID 19 the workgroup has been meeting virtually. As a group it was decided that we would have short virtual meetings. The dates of the meetings were 4/2/20, 4/15/20, 4/29/20, 5/13/20, and 5/27/20. There are future meeting dates continuing bi-weekly.</p> <p>The workgroup has grown in active participants as a result of our outreach for numerical data on substance use disorder service needs and gaps. The beginning call had less than 8 participants while the last call had 20 participants. The following entities were contacted about joining the workgroup: Family Resource Network Director, Community Collaborative Chairs/Active Members, Bureau for Medical Services, Juvenile Probation Services, and Department of Education.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
<p>2.4.3 WV DHHR will develop and execute a formal statewide communication plan that will include all DHHR Bureaus (and others as needed) to improve cross-system service provision (identifying service availability, accessibility, barriers, and service development).</p> <p>The Child Welfare Reform Oversight Team will include</p>	<p>Nov. 30, 2020- Ongoing BCF executive team Community Partnership Program Manager</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	

Commissioner's or Deputy Commissioner's or proxy's with decision making authority from all the DHHR Bureaus.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.3 a. Memorandum of Understanding between DHHR and Community Collaborative Groups	Nov. 30, 2020 Management Team (DHHR Bureau's) Community Partnership Program Manager Community Collaboratives members DPQI	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.3 b.	Nov. 30,	<input type="checkbox"/> Completed	

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<p>Standardize communication process that:</p> <ul style="list-style-type: none"> •Provides for input from community partners and feedback from Child Welfare Oversight (i.e., Community Collaborative Group reports for evaluation of service development and expansion and Division of Planning and Quality Improvement reports). •Community Collaboratives include system partners that can address issues in: Economic/Poverty; Child Safety & Wellbeing; and Alcohol, Tobacco, Drug 	<p>2020</p> <p>Management Team (DHHR Bureau's) Community Partnership Program Manager Community Collaboratives members DPQI</p>	<p>MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	
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Abuse. •Applies Service Identification and Needs Map when developing new services			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.4 The Service Communication Plan will include: •Regional Summits (with oversight/attended by the Regional Directors) will address children placed out of home and provide data on service gaps (including Division of Planning and Quality Improvement)	Ongoing Commissioner All DHHR Bureau Commissioners Community Partnership Program RDs CSMs	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

to the Community Collaboratives; •The Community Collaboratives (with oversight/atten ded by the Community Service Managers) will address service needs and gaps and provide two reports annually to the Community Partnership Program; •The Community Partnership Program will be provided the Community Collaborative Reports on service availability and needs from the Community Collaboratives			
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and provide to the Bureau for Children and Families Commissioner; •The Bureau for Children and Families Commissioner will take information to the DHHR Child Welfare Reform Oversight meeting to discuss gaps in services. The DHHR Child Welfare Reform Oversight will discuss and address service gaps and provide information back to the Community Partnership Program; •The Community Partnership			
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<p>Program will disseminate information on service development to the Community Collaboratives and DHHR staff.</p> <p>* The Family Resource Networks will be members of the Community Collaboratives and will provide service availability and service needs to their Community Collaborative and update the electronic Service Directory.</p>			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5 Develop	February	<input checked="" type="checkbox"/> Completed	As of 2/24/2020 all five Family Treatment Courts are functioning in Boone, Ohio,

and implement Family Treatment Courts in five counties across West Virginia.	28, 2020- Ongoing Supreme Court of Appeals Division of Probation Services BCF	02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Randolph, Nicholas and Roane Counties.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5a Selection of Family Treatment Court counties (Boone, Ohio, Roane, Randolph, and Nicholas)	Completed Supreme Court of Appeals Division of Probation Services BCF	<input checked="" type="checkbox"/> Completed 01/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Boone, Ohio, and Randolph were selected during the first phase of the pilot program. Nicholas and Roane were selected in the second phase. All five counties were chosen by January 1, 2020.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5b Develop the Family Treatment Court policy and	Completed Family Treatment Court State Advisory	<input checked="" type="checkbox"/> Completed 09/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	Family Treatment Court Policy and Procedure Manual was developed and approved by the Supreme Court of Appeals West Virginia in September 2019. June 2020 Update- The data collection system is Caseworkx ran by a court approved agency, Five Point Data Solutions

procedures manual including development of a data collection tool.	Committee	<input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5c Hire local Family Treatment Court Coordinators and CPS workers in the five pilot counties.	February 28, 2020 Director or Probation Services Deputy Commissioners	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>By February 24, 2020 all five counties had hired the Family Treatment Court Case Coordinators as well as BCF hired the dedicated CPS workers for each pilot county</p> <p>June 2020 Update- All five County Coordinators have been hired and trained. Boone and Ohio County, July 2019 Randolph CPS Worker July 2019 and Coordinator October 2019. Roane and Nicholas County Coordinators and CPS Workers January 2020</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5d Complete training for the county specific treatment team on Family Treatment Court.	February 28, 2020 Division of Probation Services Family Treatment Court State Coordinator	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>All five counties treatment teams have been trained. October 2019 the first three pilot sites were trained and the second phase Roane County Jan.31, 2020 and Nicholas County on Feb. 4, 2020</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5e Complete training for Bureau for Children and Families staff on Family Treatment Court model.	February 28, 2020 Division of Probation Services Family Treatment Court State Coordinator	<input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	All counties in the pilot sites BCF staff have been trained by February 4, 2020. Each training conducted at the Pilot site included the CPS worker, CPS Supervisor, and CSM. Some pilot sites have had a ESS present during the training. Each county has been provided with a copy of the FTC policy and procedure manual that outlines the FTC model. Each local FTC-CC has been in consistent and constant contact with the local BCF districts. The FTC State Coordinator and Administrative Office of the Supreme Court of Appeals has also maintained communication with the Commissioners and Deputy Commissioners of the Bureau

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5f Complete training on Family Treatment Court model as needed and requested in the five pilot counties.	Ongoing Division of Probation Services Family Treatment Court State Coordinator	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>This is on-going in each pilot site and varies upon need of each site. More formal trainings have been conducted by the AO (Chautle Haught, Nicholas Leftwich and Stephanie Bond)</p> <p>June 2020 Update- Supplemental trainings have been held as needed, including virtually as needed.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5g Implement the Family Treatment Court model in the five pilot counties.	May 31, 2020 Division of Probation Services Family Treatment Court State Coordinator	<input checked="" type="checkbox"/> Completed 05/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	All five county courts are operational and all have active participants enrolled in the program. We are currently serving nearly 50 participants at this time with several more in each county that are being evaluated.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5h Local case coordinators collect information on the data collection tool which is monitored by the Family Treatment Court State Coordinator and the grantors for fidelity with the	May 31, 2020- Ongoing Division of Probation Services Family Treatment Court State Coordinator Family Treatment Court Advisory Committee	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Each coordinator is gathering and entering data on all of the participants accepted into FTC on a daily basis. Data is being collected and disseminated as requested by the federal and state grantees.

policy and procedures manual as well as outcomes.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5i CPS supervisors will communicate with Family Treatment Court CPS workers to monitor fidelity to the Family Treatment Court model policy and procedures manual.	-May 30, 2020- Ongoing CPS Supervisors	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Continued communication with all levels of BCF has occurred as needed and without any reported issue

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5j Family Treatment	May 31, 2020-	<input type="checkbox"/> Completed MM/YYYY	State Advisory Board met in February for an update on the program thus far. Data was reported to them that had been collected.

Court State Advisory Committee receives data and information on the program and will make adjustments as necessary.	Ongoing Family Treatment Court State Advisory Committee	<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.4.5k Family Treatment Court Data Committee will evaluate data and information on the program	February 28, 2021-Ongoing CIP Family Treatment Court Data Committee	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 5: Improve staff's knowledge regarding available services to meet needs of families and children.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.5.1 West	Nov. 30,	<input type="checkbox"/> Completed	

Virginia will partner with the Family Resource Networks to provide Service Directories of available services on the FRN website that can be accessed by all DHHR staff and stakeholders. The electronic directories will be updated annually (per current Contract).	2020 Community Partnership Program Manager Family Resource Network Directors	MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.5.2 Add link on the BUREAU FOR CHILDREN AND FAMILY's website to the FRN directory	Nov. 30, 2020 Assistant Commissioner Office of Planning Research	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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of available services. http://wvfm.org/counties/	and Evaluation Community Partnership Program Manager		
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
2.5.3 Provide information on accessing website for Service Resource Directories and notice of new resources to DHHR staff and community stakeholders via e-mail; DHHR News/Facebook; Announcements to staff; and Community Collaborative Group meetings.	Nov. 30, 2020 Community Partnership Program Manager Family Resource Network Directors Director of Social Services Social Service Supervisors Director of Training	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

New Worker Training will include information on accessing website for Service Resource Directories. 1.The Community Partnership will send e-mail messages to the Commissioner, Deputy Commissioner s, Regional Directors, Office Directors, Regional Program Managers, Child Welfare Consultants, Child Protective Services Supervisors, Child Protective			
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Services Workers, Social Services Coordinators, Youth Services Supervisors and Youth Services Workers, Division of Training Trainers and Program Managers; 2.The Community Partnership will send e-mail messages regarding available services to the Director of Social Services to provide at Supervisors meetings who will then discuss at staff meetings			
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Goal 3: Transforming the culture of child welfare management to increase competency, skill and accountability of our child welfare practice.

Strategy 1: Empower supervisors to act as change agents through reflective supervision.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.1 Utilize the reflective supervision survey results to identify strengths and barriers of use of reflective supervision.	February 28, 2020 Recruitment and Retention Committee	<input checked="" type="checkbox"/> Completed 05/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The purpose of the survey was to research how West Virginia's child welfare supervisors rated the quality, relevance, and utility of the new reflective supervision program and how supervisors suggested that the activities, forms, and processes could be strengthened and improved, and to use the results to strengthen the reflective supervision process and usage. The survey was completed with 114 currently employed front-line supervisors who had been provided the reflective supervision training and were expected to be using it according to the standard operating procedure. There was a 44.7% response rate. The survey found that the techniques, methods, and rationale for reflective supervision were well accepted by supervisors. However, supervisors were discouraged by the documentation requirements suggesting it be eliminated, simplified, or developed to an electronic format. They also expressed frustration with the time requirements considering the high caseloads of their staff. This information along with assessments completed at a statewide reflective supervisor training in June 2019 were used to revise the SOP, forms, and guidelines.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.2 Partner with Casey	February 28, 2020-	<input checked="" type="checkbox"/> Completed 12/2019	Casey Family Programs provided two statewide trainings for supervisors and managers in June 2019 and December 2019. The June 2019 training including

Family Programs to revitalize the reflective supervision model through training and technical support.	Ongoing Director of Training	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	some exercises to collect information on how the barriers identified in the reflective supervision survey could be addressed. The assessment was done in the form of a World Café exercise, with each table addressing a different barrier or question. One of the tables asked for suggestions on how the form could be improved. Based on the information collected, BCF worked with Casey Family Programs to revise the reflective supervision form, instructions, and standard operating procedure. Casey Family Programs also conducted targeted technical assistance with Kanawha County supervisors on reflective supervision because of the high volume of turnover there.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.3 Revise Standard Operating Procedures and the documentation form based on information from the surveys to improve reflective supervision.	May 31, 2020 Director of Training Recruitment and Retention Committee	<input checked="" type="checkbox"/> Completed 10/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The revised Standard Operating Procedures along with the individual and group reflective supervision documentation forms were distributed by the Commissioner on 10/16/2019.</p> <p>See Appendix O, P, & Q- Reflective Supervision Memo, SOP Reflective Supervision , Reflective Supervision Form</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.4 Partner	May 31,	<input type="checkbox"/> Completed	The curriculum was developed by faculty at Shepperd University and was in the

with Social Work Education Consortium to develop on-line (blackboard) initial training for new supervisors.	2020 Director of Training Recruitment and Retention Committee	MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	process of being placed online in Blackboard when the COVID-19 stay-at-home order was issued by the Governor. This task had to be placed on hold because the Division of Training redirected all its resources to converting new worker training to a virtual format. It will be completed by the end of Q3.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.5 Partner with Casey to provide ongoing training to tenured supervisors on reflective supervision including dealing with sensitive topics like secondary trauma and work/life balance and on time management to incorporate reflective	February 28, 2020 Director of Training Recruitment and Retention Committee	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Casey Family Programs provided training for supervisors in June 2019 and December 2019 on work/life balance and dealing with secondary trauma with their workers as well as identifying ways to incorporate reflective supervision into ongoing practice. The next session will be held in May or June 2020.

supervision into ongoing practice, as well as other barriers identified in surveys, two times per year.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.1.6 Conduct peer to peer learning opportunities between multiple districts, reviewing case narratives and scenarios, to build skills using reflective supervision, two times per year.	August 31, 2020 Director of Training Recruitment and Retention Committee	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 2: Increase supervisor and manager skills through ongoing training and peer support to address their ability to support staff and provide direct supervision.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.2.1 All child welfare supervisors and managers who have been in their positions over one year and have not attended the Putting the Pieces Together new supervisor training since January 2017 will attend a modified version of Putting the Pieces Together new supervisor training that eliminates the sections only relevant to new supervisors and modifies other sections	May 31, 2020 Director of Training Commissioner	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	In February 2020 the modified curriculum was developed and the Division of Training was in the process of scheduling sessions for April and May 2020 when staff were sent home due to the COVID-19 crisis. The curriculum is currently being converted to a virtual format so this training can take place in July and August 2020 and be completed by the end of Q3.

as necessary.			
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.2.2 Implement a peer review program to gather supervisors together to do case reviews between districts, two times per year. Supervisors will review redacted cases do an analysis of casework performed including decisions made and adherence to policy. Peer reviews will be conducted as part of the agenda at existing regional and	May 31, 2020 Commissioner	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The committee developed and submitted the final process to the Commissioner for review on May 27, 2020. The documents were sent to BCF leadership and approved for distribution. The documents were sent via email Monday, June 1, 2020 to the field and BCF management</p> <p>See Appendix R-S-Peer review Memo and SOP</p>

statewide meetings.			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.2.3 Provide structured ongoing supervisor training through regional supervisor meetings and manager meetings, four times per year. This training will be coordinated with existing regional and statewide meetings, with common agendas and topics for all the meetings. CEUs will be provided as appropriate to help	May 31, 2020- Ongoing Director of Training	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This task was on target to begin with regional supervisor and manager meetings that were scheduled for April and May 2020, however those meetings were cancelled due to the COVID-19 stay-at-home order. The regional meetings are in the process of being rescheduled in June and July 2020, to be completed by the end of Q3.

supervisors meet licensure requirements.			
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Strategy 3: Creating structure and accountability to support supervisors to ensure that face to face contact with alleged child victims will occur timely.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.3.1 A Standard Operating Procedure will be developed to: a.instruct supervisors on how to log, assign and track accepted referrals on both new and ongoing cases. b.communicating the assignment between supervisor and worker c.track	February 28, 2020 Meaningful Contact Group	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The committee developed and submitted the final process and tracking tools to the Commissioner for review on May 21, 2020. The documents were sent to BCF leadership and approved for distribution. The documents were sent via email Monday, June 1, 2020 to the field and BCF Management.</p> <p>See Appendix T & U-Supervisor Intake Tracking Memo and SOP</p>

referrals to ensure time frames are met. d.create tool to track referrals assigned and timeframe assigned e.guide weekly planning meetings between workers and supervisors; supervisors and Community Services Managers and RD's. f.describe use of COGNOS reports to aid in ensuring documentation of contacts have occurred. g.Assessment of missed contacts versus caseload and development			
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of action plans.			
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.3.2 Commissioner will release a memo to inform Regional Directors, Community Services Managers, Social Services Coordinators, and workers of the revised Standard Operating Procedures. The Procedures, tracking tool and instructions will be distributed to supervisors and Community Services	May 31, 2020 Commissioner	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The documents were sent via email Tuesday June 2, 2020 to the field and BCF Management. Distribution of completed assignments were staggered for field distribution</p> <p>See Appendix V- Supervisor Intake Tracking Log</p>

Managers.			
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.3.3 Regional Directors will discuss plans for action at Child Welfare Oversight meetings.	Nov. 30, 2020 Regional Directors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 4: Creating structures to support staff so face to face, meaningful monthly contact, visits with families and children will occur.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.1 Meaningful contact guide will be revised to give examples of meaningful contacts and how to document	February 28, 2020 Meaningful Contact Workgroup Supervisors	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Guide was released on June 2. See Appendix W & X-Meaningful Contact Memo and Guide

those contacts. a. Meaningful contact guide will be distributed by supervisors to staff b. Instructions where to document in FACTS			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.2 The guide and expectations will be discussed and explained at the regional Social Service Supervisor meetings and regional Community Services Managers meetings.	February 28, 2020 Regional Program Managers	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Each Regional Program Manager has scheduled a meeting in June. This will be an agenda item.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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3.4.3 At each monthly unit meeting, Supervisors will discuss meaningful contacts and cases that have not had contact for the month.	May 31, 2020 Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This is a standing item on the supervisor's unit meetings agenda.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.4 During monthly reflective supervision supervisors will discuss cases with contact for the month as well as cases that have had no contact.	May 31, 2020 Workers Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	These are now in progress since the SOP and memo was released.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.5 Community	May 31, 2020 CSMs	<input type="checkbox"/> Completed MM/YYYY	These are now in progress since the SOP and memo was released.

Services Managers will receive the report from Supervisor and will discuss plan for cases who have not had contact the previous month and review plan for addressing contacts missed.	Supervisors	<input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.6 Community Services Managers to Regional Directors with ideas/solutions to make visits to children and parents	May 31, 2020 CSMs Regional Directors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This is now in progress since the SOP and memo was released.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.7 Regional Directors will inform Deputy Commissioners of ideas/solutions	May 31, 2020 RDs	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	These are now in progress since the SOP and memo was released.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.7. Child Welfare Oversight Committee will receive report and discuss successful implementations as well as address barriers to making face to face contact with children and families.	May 31, 2020 CWO	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	These are now in progress since the SOP and memo was released.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.4.8 Regional Directors will inform supervisors of Child Welfare Oversight actions/suggestions, supervisors will inform workers of Child Welfare Oversight action/suggestions	May 31, 2020 CWO RDs Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	These are now in progress since the SOP and memo was released.

Strategy 5: Bureau for Children and Families will provide support to supervisors to ensure risk and safety assessments are adequate initially and on an ongoing basis throughout the life of the case.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.5.1 Refresher training for all	May 31, 2020 Director of Training	<input type="checkbox"/> Completed MM/YYYY	These sessions were scheduled to take place in May 2020 but have been delayed due to the COVID-19 crisis. The curriculum is being converted to a virtual format and will take place in July and August 2020, to be completed by the end of Q3.

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workers on safety planning emphasizing the control of safety threats.		<input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.5.2 Advanced safety planning training for all supervisors to make them proficient in guiding workers to effective safety planning.	May 31, 2020 Director of Training	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	These sessions were scheduled to take place in April 2020 but were postponed due to the COVID-19 crisis. The curriculum is being converted to a virtual format and will take place in June and July 2020, to be completed before the worker safety planning training sessions in July 2020. They will be completed by the end of Q3.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.5.3 A Standard Operating Procedure for supervisory case review will be	February 28, 2020 Meaningful Contact Group	<input checked="" type="checkbox"/> Completed 06/2020 <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer	SOP was released on June 4. See Appendix Y-Supervisory Case Review SOP, Z-Supervisory Case Review Log

developed to: a. Implement case review tool on SharePoint to capture whether safety plans are current, case plans completed, at least monthly contact is occurring, MDT's are occurring, current permanency plans, etc. b. instruct supervisors on how to perform case reviews and document on tool. c. instruct how to use the information gathered to guide monthly supervisory meetings with workers. d. Direct use of		applicable	
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information to PMs, CSMs, RDs and Deputy Commissioners to guide best practice. e. Assist districts in developing action plans as needed			
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.5.4 Standard Operating Procedure for supervisory case review will be distributed via email and discussed during Regional Supervisor meeting.	May 31, 2020 Deputy Commissioners Regional Program Managers	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	SOP was released on June 4.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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3.5.5 Supervisors will be monitoring ongoing risk and safety assessments utilizing case review tool as per 3.5.3.	August 31, 2020 Supervisors	<input type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	SOP was released on June 4 incorporating monitory safety plans and utilizing information in monthly meetings with workers. This has now been initiated. We expect the first set of reviews in July.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
3.5.6 Supervisors will monitor quality of ongoing safety assessments and ensure safety is being assessed for all the children in the home utilizing case review tool as per 3.5.3.	August 31, 2020 Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	SOP was released on June 4 incorporating monitory safety plans and utilizing information in monthly meetings with workers. This has now been initiated. We expect the first set of reviews in July.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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3.5.7 During monthly reflective supervision supervisors will discuss the information gathered from the case reviews.	August 31, 2020 Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	SOP was released on June 4 incorporating monitory safety plans and utilizing information in monthly meetings with workers. This has now been initiated. We expect the first set of reviews in July.
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Goal 4: Increase effectiveness and efficiency and create a prevention-focused organizational culture in order to ensure the needs of children and families are addressed throughout the life of the case.

Strategy 1: CQI of Centralized Intake and a threshold screening analysis to further inform the Bureau for Children and Families screening and intake process.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.1.1 Threshold analysis- number of duplicate intakes on the same family/child	February 28, 2020 Centralize Intake Director Deputy Commissioner over Field	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This assignment is delayed due to the COVID19 pandemic. The Capacity Center is working with a BCF team to conduct the threshold analysis and make recommendations

accepted/assigned and appropriateness of screening. Effectiveness of intake process intakes versus recidivism rate.	Operations Capacity Center for States		
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.1.2 Analyze data from Division of Planning and Quality Improvement reviews to determine themes and to highlight notable patterns.	February 28, 2020 Deputy Commissioners over Field Operations, DPQI, Assistant Commissioner over Office of Planning Research and Evaluation	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Division of Planning and Quality Improvement (DPQI) continues to review a random sampling of Centralized Intakes per month. These reviews do not include screening decisions. However, they do focus on information collection and demographic information gathered. A Program Manager from DPQI attends the Quarterly Centralized Intake (C.I.) Oversight Meetings and shares results of those reviews as well as notable trends. C.I. now has a Worker/Trainer assigned to them. They have used our data to assist in redirecting staff in areas found to need more focus and more information gathered.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.1.3 Review	Centralized	<input type="checkbox"/> Completed	

the analysis of the data and make recommendations to the executive Team.	Intake Oversight Team	MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.1.4 Leadership will make decisions based on recommendations including alternative response and assigning intakes. Implementation decisions will be based on the ability of the agency to implement according to WV Code. This may include recommendations to the WV	May 31, 2020 BCF Executive Team	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This assignment is delayed due to the COVID19 pandemic. The Capacity Center is working with a BCF team to conduct the threshold analysis and make recommendations

legislature			
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Strategy 2: Safely close cases that have had no contact and develop and support practice to ensure backlog does not re-occur.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.1 Data will be collected and reviewed on number of cases (Court, Non-Court and YS) that have not had contact.	February 28, 2020 FACTS data representative	<input checked="" type="checkbox"/> Completed 08/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.2 Develop Standard Operating Procedures for closure of cases using providers.	February 28, 2020 Deputy Commissioner's over Field Operations	<input checked="" type="checkbox"/> Completed 08/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Child Welfare Policy updates, SOP for non-custody case management closure project (memo and log), SOP for Administrative Case Closure including letter to parents, memo, closure assessment and template sent out to the field. Covers 4.2.2-4.2.5</p> <p>Completed in August 2019 but no data available</p> <p>See Appendix AA-Non-custody Case Management Case Closure Memo, BB-Non-custody Case Management Case Closure SOP</p>

			Regarding the process using a provider (4.2.2) – SOP provided previously – a tracking log is required. There was limited use.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.3 Develop Standard Operating Procedures for administrative closure of cases with no contact when a provider is not available.	February 28, 2020 Deputy Commissioner's over Field Operations	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	For the process to close internally (4.2.3) – there is no tracking log currently – that will be developed in future quarters – final by Q4. For Q.2 – for 4.2.2 a report of use is attached indicating some use. See Appendix CC-Administrative Case Closure Memo, DD-Administrative Case Closure SOP

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.4 Executive committee will review and approve the Standard Operating Procedures.	May 31, 2020 BCF Executive Team	<input checked="" type="checkbox"/> Completed 05/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This assignment was completed August 2, 2019, the documents were reviewed and updated May 5, 2020 and distribution to the field staff occurred June 1, 2020

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
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4.2.5 Implement the case closure process developed in 4.2.2.	Nov. 30, 2020 Deputy Commissioner's over Field Operations	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	4.2.4 &5 – these SOPs were Approved in Q 1 and distributed for use – ahead of schedule. No changes to the items Quarters due is needed. The Commissioner may request a random sample review of closed cases by DPOI.
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Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.6 Monthly Supervisory Conferences will include discussing caseload and determine case status for closure. As a part of the monthly conference, the worker and supervisor will discuss case progress and need for continued case management or case closure.	Nov. 30, 2020- Ongoing Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.7 Develop Standard Operating Procedures a formal process for case transfer/closure when staff resign or are on extended leave.	May 31, 2021 Deputy Commissioners over Field Operations	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress
4.2.8 Expand the use of case coordinators to assist with case closures.	May 31, 2021- Ongoing Supervisors	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Part Two: Measurement Report

Performance on statewide data indicators is jointly monitored and evaluated by the Children's Bureau and the state using data profiles. The state is not required to include information on state performance on the indicators in its PIP Progress Reports. For case review and systemic factor items, the Children's Bureau may request additional supporting details to inform evaluation discussions with the state or when making a final determination of goal achievement. Additional supporting details may include but are not limited to case review result reports, distribution of Strength ratings by sites, and copies of information management reports.

Case Review Items

Instructions: For each case review item requiring improvement, complete the *Case Review Item Information* table below. Identify the case review item and the improvement goal for that item. Complete a *Performance* table for each case review item. To complete the table, enter the current data period in the first row beginning with the baseline period and update the table with information from the corresponding data period. Insert as many columns as needed to cover all of the reporting periods. Provide the total number of cases rated as a Strength in the second row; provide the total number of applicable cases for the item in the third row; and calculate the state's performance by dividing the number of cases rated as a Strength by the total number of applicable cases and insert this percentage in the fourth row. The state may add progress notes in the fifth row to provide additional information. Insert as many items and tables as required to address all the case review items requiring improvement in the approved PIP.

The West Virginia Department of Health and Human Resources (WVDHHR) Bureau for Children and Families (BCF) have a comprehensive Quality Assurance Case Review System. This system includes designated staff for the purpose of providing quality assurance through social services case reviews. The Division of Planning and Quality Improvement (DPQI) is under the Office of Planning, Research, and Evaluation. DPQI staff complete social services case reviews each month in one district of the state as indicated in the WV CFSR Rd. 3 Measurement Plan. The reviews mirror the Administration for Children and Families CFSR case review process. The data from the reviews will be used to monitor state performance on the case review items.

During reporting period June 2018-May 2019 DPQI reviewed 125 social service cases. This included 65 placement and 60 non-placement cases. The data includes reviews completed in the following districts: Fayette, Wood, Putnam/Mason, Jackson/Roane/Clay, Barbour/Preston/Taylor, Lincoln/Boone, Nicholas/Webster, Mercer, Cabell, Logan, Hampshire/Mineral, and Kanawha.

During reporting period December 2018-November 2019 DPQI reviewed 133 social service cases. This included 69 placement and 64 non-placement cases. The data includes reviews completed in the following districts: Nicholas/Webster, Mercer, Cabell, Logan, Hampshire/Mineral, Kanawha, Marshall/Wetzel/Tyler, Wayne, Harrison, Raleigh, McDowell, and Ohio/Brooke/Hancock.

During reporting period June 2019-May 2020 DPQI reviewed 133 social service cases. This included 69 placement and 64 non-placement cases. The data includes reviews completed in the following districts: Marshall/Wetzel/Tyler, Wayne, Harrison, Raleigh,

McDowell, Ohio/Brooke/Hancock, Randolph/Tucker, Doddridge/Ritchie/Pleasants, Mingo, Monongalia/Marion, Hardy/Grant/Pendleton, and Kanawha.

Case Review Item Information

Case Review Item: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Improvement Goal (%): 69%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	39	44	38	34	-
Number of Total Applicable Cases	63	73	72	71	-
Performance (%)	61.9%	60%	53%	48%	-
Progress Notes: WV has not met the Program Improvement Plan goal for this item.					

Case Review Item: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care.

Improvement Goal (%): 45%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017-November 2018	June 2018-May 2019	December 2018-November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	19	32	34	32	-
Number of Total Applicable Cases	51	61	60	62	-
Performance (%)	37.3%	52%	57%	52%	-
Progress Notes: WV has exceeded the PIP improvement goal for this item during all three measurement periods.					

Case Review Item: Risk and Safety Assessment and Management

Improvement Goal (%): 34%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017-November 2018	June 2018-May 2019	December 2018-November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	37	41	49	40	-
Number of Total Applicable Cases	125	125	133	133	-
Performance (%)	29.6%	33%	37%	30%	-

Progress Notes: WV exceeded the PIP improvement goal for this item during the second reporting period.

Case Review Item: Stability of Foster Care Placement

Improvement Goal (%): 80%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017-November 2018	June 2018-May 2019	December 2018-November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	48	50	44	47	-
Number of Total Applicable Cases	65	65	69	69	-
Performance (%)	73.8%	77%	64%	68%	-
Progress Notes: WV has not met the PIP improvement goal for this item during the reporting periods.					

Case Review Item: Permanency Goal for Child

Improvement Goal (%):76%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
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Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	41	42	42	41	-
Number of Total Applicable Cases	65	65	67	67	-
Performance (%)	63.1%	65%	63%	61%%	-
Progress Notes: WV has not met the PIP improvement goal for this item during the reporting periods.					

Case Review Item: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement
Improvement Goal (%): 76%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	45	51	54	51	-
Number of Total Applicable Cases	65	65	69	69	-
Performance (%)	69.2%	78%	78%	74%	-

Progress Notes: WV exceeded the PIP goal during the first and second reporting periods.

Case Review Item: Needs and Services of Child, Parents, and Foster Parents

Improvement Goal (%): 23%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017-November 2018	June 2018-May 2019	December 2018-November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	24	35	41	33	-
Number of Total Applicable Cases	125	125	133	133	-
Performance (%)	19.2%	28%	31%	25%	-
Progress Notes: WV has exceeded the PIP improvement goal for this item during all three measurement periods.					

Case Review Item: Child and Family Involvement in Case Planning

Improvement Goal (%): 32%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
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Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	34	43	47	38	-
Number of Total Applicable Cases	123	122	130	131	-
Performance (%)	27.6%	35%	36%	29%	-
Progress Notes: WV exceeded the PIP goal during the first and second reporting periods.					

Case Review Item: Caseworker Visits with Child

Improvement Goal (%): 34%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	37	33	40	35	-
Number of Total Applicable Cases	125	125	133	133	-
Performance (%)	29.6%	26%	30%	26%	-

Progress Notes: WV has not met the PIP improvement goal for this item during the reporting periods. DPQI social services case reviews indicate a decline in this item when the second and third reporting periods are compared.

Case Review Item: Caseworker Visits with Parents

Improvement Goal (%): 8%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	December 2017- November 2018	June 2018-May 2019	December 2018- November 2019	June 2019-May 2020	-
Number of Cases Rated as a Strength	7	7	8	6	-
Number of Total Applicable Cases	122	119	126	129	-
Performance (%)	5.7%	6%	6%	5%	-
Progress Notes: WV has not met the PIP improvement goal for this item during the reporting periods. DPQI social services case reviews show a slight decline in this item when the second and third reporting periods are compared.					

DPQI social services case review data collected during the three measurement periods confirms that West Virginia has exceeded the Program Improvement Plan goals for five of the ten CFSR Items being monitored. The CFSR Items in which the PIP goal has been met are: CFSR Items 2, 3, 6, 12, and 13. The remaining five items include CFSR Items 1, 4, 5, 14, and 15. These items should be positively impacted by the Program Improvement Plan strategies and the key activities of which they are comprised. Some of the key

activities have been successfully completed. The impact of these activities on child welfare outcomes remains to be observed as they were so recently accomplished.

Systemic Factors

Instructions: For each systemic factor item requiring improvement and quantifiable measurement in the approved PIP, complete the *Systemic Factor Information* section. Identify the systemic factor item, the improvement goal for that item, and the data measure being used to evaluate improvement. Complete a *Performance* table for each systemic factor. To complete the table, enter the data period being reported on in the first row beginning with the baseline period. During each reporting period, update the table with information from the corresponding data period using the approved measurement plan. If applicable, provide the numerator in the second row; provide the denominator in the third row; and calculate the state's performance by dividing the numerator by the denominator, then insert that percentage in the fourth row. You may add progress notes to provide additional information. Add as many systemic factor information sections and tables as needed to report on all systemic factor items with quantifiable measurement requiring improvement.

Systemic Factor Information

Systemic Factor Item:

Improvement Goal (%):

Data Measure:

(List the data measure being used to evaluate improvement)

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period	-	-	-	-	-
Numerator	-	-	-	-	-
Denominator	-	-	-	-	-
Performance (%)	-	-	-	-	-

Progress Notes: